

USACE 2012



APPENDIX C

**PROGRAM
MANAGEMENT PLAN
FOR IMPLEMENTATION**

Table of Contents

SCOPE	C-1
IMPLEMENTATION GUIDELINES	C-1
Establishing the Division Implementation Team.....	C-1
Establishing the Washington-Level Implementation Team	C-1
Content Guidelines for Implementing PgMPs/PMPs	C-2
Establishing an Implementation Website	C-3
Approving Implementation Plans	C-3
WORK BREAKDOWN STRUCTURE AND SCHEDULE	C-3
Major Command and Control Activities	C-3
Process Initiatives	C-4
Systems Improvements/Available for Use	C-5
COMMUNICATIONS STRATEGY	C-5
Purpose	C-5
Issues.....	C-5
Key Decision Points	C-5
Messages	C-6
Communication Guide	C-6
Research	C-6
USACE Public Website	C-6
Communication Timetable	C-6
COSTS	C-7
QUALITY CONTROL PLAN	C-8

SCOPE

This plan describes the implementation guidelines, responsible agents, schedules, and communication plan to successfully implement USACE 2012. The timelines targeted for implementation of this plan are aggressive and will require everyone from all levels of the USACE Command to embrace Project Management Business Process (PMBP) practices to ensure a smooth transition into our new organization and our new way of conducting business.

IMPLEMENTATION GUIDELINES

Of critical and strategic importance will be the establishment of implementation teams within USACE. The teams must not be so large as to be unproductive but must include the proper elements to ensure that unintended consequences do not jeopardize the Corps's success in completing assigned missions, today or in the future.

The Deputy Commanding General (DCG) will oversee the overall USACE 2012 implementation. Division Commanders, Mission Area Directors, and Washington HQ Community of Practice Leaders and Office Chiefs are responsible for executing assigned activities within the Program Management Plans (PgMPs) and will establish Project Delivery Teams (PDT's) and develop individual Project Management Plans (PMPs) to ensure a smooth transition to the new Washington-level and Regional Business Center (RBC) structures. The Corporate Integration Directorate will provide overall leadership for this USACE-wide initiative.

Labor Union, Human Resources, and Resource Management participation will be required throughout the entire implementation phase.

We will leverage Division and District participation throughout the entire process. Participation should be commensurate with the amount of change to that functional organization. Senior leader participation will drive the process. The Implementation Plans must ensure consideration of Strategic Sourcing and Third Wave initiatives. The Strategic Sourcing PM will be included as a member of the Implementation Team.

Establishing the Division Implementation Team – A single point of contact will be identified as the Implementation Plan Leader who is responsible for establishing the necessary PDTs to formulate and execute the Division's Implementation Plan. This responsibility includes developing a PMP to augment the PgMP that will document implementation of the Division's new organization consistent with the USACE 2012 Report. Additionally, the Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operating Center (CPOC) must be included on all Division implementation teams.

Establishing the Washington-Level Implementation Team – The USACE DCG will appoint a Washington HQ Program Manager as the Implementation Team Leader who is responsible for establishing the necessary PDTs to formulate and implement the Washington HQ organization. Potential PDTs include:

- Regional Integration Teams (RITs)

- Communities of Practice (CoPs)
- Corporate Integration Directorate (CID)
- Program Integration Divisions (PIDs)
- All Functional Directorates and Separate Offices

Staff Principals and COP leaders will be responsible for establishing PDTs and leading development of the PMPs associated with their assigned areas. The Directorates of Military Programs and Civil Works will establish a PDT specifically chartered to develop roles, responsibilities and processes concerning the PIDs, RITs, and Division level HQs. This information will also address the interaction of all HQs CoPs with the RITs.

Content Guidelines for Implementing Program Management Plans/Project Management Plans (PgMPs/PMPs) – At a minimum, the following topics will be addressed in the PgMPs/PMPs:

- **Scope of Work** – Describe what work will be done to the degree of detail commensurate with the complexity of the implementation. The implementation PgMPs/PMPs should define deliverables that will form the basis for the work breakdown structure, schedule, cost, and quality control plan. At a minimum, the following areas will be addressed in the Functional Office and Division plans:
 - Describe Missions and Functions/Roles and Responsibilities for:
 - Primary functional area.
 - Communities of Practice (CoPs) – Include identification and description of “Sub-CoPs” and community leader interim assignments until the CoPs PMPs and doctrine are finalized.
 - RITs, PIDs, CID – Describe the primary functions and responsibilities of the members or sections of the team/division/directorate.
 - Manpower Management Document (MMD) – An interim MMD is required by 15 October 2003 and a refined final due on 5 January 2004.
 - Position Descriptions (PD) – Prepare PDs in alignment with the MMD.
 - Organization Schema/Chart.
 - Rating Chain Matrix.
 - Physical Floor Plans and Telephone Numbers.
- **Work Breakdown Structure (WBS)** – Prepare the WBS in terms of a hierarchal list of projected tasks during the life of the implementation. Tasks in the WBS should meet the following criteria:
 - It will result in a tangible or measurable deliverable.
 - It has a definable beginning and end with at least one start and finish date.
 - It has an associated level of effort.
 - It has an assignment of resources to complete the task.

- A state of completion for the task can be estimated at any time.
- **Implementation Costs** – Prepare a cost estimate based on the tasks identified in the WBS. Include, if appropriate, contingencies for unexpected changes.
- **Quality Control Plan** – This plan ensures the tasks identified in the WBS are completed to the scope and level of quality required to meet the objectives of the Implementation Plan. If appropriate, include checklists or other mechanisms to help measure or verify the quality of the deliverables associated with each task as part of an ongoing quality control process.

Establishing an Implementation Website – The 2012 Implementation PgMP and associated PMP's will be posted on a dedicated website and managed by the current CPG. Tracking the status of all PgMPs/PMPs will be done on the website. Progress will be measured against the milestones and objectives included in these plans; therefore, it is vital that these living plans be kept current and available for use by all teams.

Approving Implementation Plans – All PgMPs/PMPs will be submitted to the Process Committee (PROCOMM) by 31 October 2003 for review to ensure consistency and conformance with the "USACE 2012 Concept of Operations and Organization."

WORK BREAKDOWN STRUCTURE AND SCHEDULE

TASK	COMPLETION DATE
Major Command and Control Activities	
Senior Leaders Briefed on USACE 2012 Concept of Operations and Organization	1 OCT 2003
District Commanders Briefed on USACE 2012 Concept of Operations and Organization	2 OCT 2003
Chief Signs Final Report	Early OCT 2003
Formal Union Notification	Early OCT 2003
PROCOMM Hands Off Implementation Responsibilities to Appointed Division and HQ PDT Leaders	Early OCT 2003
DA Reorganization Proposal	Mid OCT 2003
Division Cdrs Chain Discuss with District Cdrs	13 OCT 2003
HQ CoPs and Office Chiefs Discuss with Their Staffs	13 OCT 2003
HQ and Division Interim MMD	15 OCT 2003
Guidons Call / Chief's Town Hall Progress Reports	22 OCT 2003
PDT Conference: CoP Briefings	29 OCT 2003
Mock Reduction-In-Force	31 OCT 2003

Division and HQ Offices Submit Implementation PgMPs/PMPs for PROCOMM Review	31 OCT 2003
Complete Union Notification	Early NOV 2003
Determine and Announce VSIP Opportunities	Early NOV 2003
PROCOMM Completes Review of PgMPs/PMPs and Returns Comments to Division and HQ Offices	Mid NOV 2003
VSIP Completion	31 DEC 2003
Division and HQ Implement New Organizational Concept and Conduct Physical Office Moves	5 JAN 2004
Final MMD	5 JAN 2004
SAD CSI: Discuss Implementation Success and Metrics	26 JAN 2004
Enforce 2004: Chief's Organization Implementation Check	APR 2004
DA Approves Reorganization Proposal	APR 2004

Process Initiatives	
Build R&D, CW, and MP Strategic Planning Capability within HQUSACE	TBD
Build and Defend the Civil Works Program Around Business Lines	Complete and Continuing
Develop Procedures and Incentives to Introduce Design/Build Processes into the Civil Works Program	TBD
Complete HEC Divestiture Study	April 2004
Complete "Central Design Activity" Feasibility Study	April 2004
Eliminate the Requirement for PED Agreements	TBD
Reconstitute Project Cooperation Agreements (PCAs) as Partnering Agreements Executed at the District Level	TBD
Eliminate Separate District Commander's Reports – Replace with Division Commander's Report	TBD
Provide all Civil Works Funding to the RBC Rather than Directly to the Districts.	TBD
Executing Internal and External Independent Review of CW Products	TBD
Eliminate Certification of DD1391	FY 04
Establish Checkbook Funding	TBD
Regions Issue Army MILCON Design Directives	TBD

Regionalize Support Services	TBD
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Systems Improvements / Available for Use	
Enterprise Portal Initial Deployment	26 JAN 2004
Technical Excellence Network	2 ^d Quarter FY 04
P2	31 MAY 2004
Regional Financial Database	Late FY 04
Learning Network	TBD

COMMUNICATIONS STRATEGY

Purpose – Identify communication requirements for the communication of the implementation of USACE 2012 to all affected audiences. They include:

- Employees
- Administration officials – DoD, Separate Departments, OMB, other federal agencies
- Congressional members
- Stakeholders
- Family members

Issues – Below are some of the issues identified prior to implementation. Additional issues must be identified through discussions, etc. as the implementation takes place.

- USACE 2012 represents a change in the way the Corps will do business.
- USACE 2012 will affect people's jobs.
- It will be necessary to utilize all the personnel tools necessary to shape the new organization, and we must use them and inform the employees in an open, fair, and unbiased manner.
- USACE will probably lose some of its knowledge base as people retire and move to different jobs.
- USACE 2012 is not the only ongoing initiative that affects the future of our employees—competitive sourcing, legislation for peer review.
- Positive implementation of the plan can positively affect the Corps's image.
- USACE 2012 implementation is not totally clear, which causes stress and uncertainty for employees.

Key Decisions Points – The following are the key decision points affecting the communication plan:

- Release of the final plan
- Approval of the implementation plans
- Moving people at the Regional and Washington-level Headquarters

Messages – The following are key messages we must communicate. These messages will be adjusted as implementation progresses and new issues or concerns are identified.

- We need to change. We have heard from our stakeholders, Congress, and Administration, and they've made it clear – change or be changed.
- The Project Management Business Process, Regional Business Centers, Communities of Practice, and the power of teams all play critical roles in USACE 2012.
- We are one team, operating virtually in a Learning Organization.

Communication Guide – The USACE 2012 Communication Guide will be posted on the USACE public website. The guide will contain the vision and key talking points of the plan. It will also present a business case; i.e., the cost of not changing is higher than the cost of change. In addition, it will contain a package of Frequently Asked Questions and Answers and a list of resources, books, and articles to assist in understanding the changes.

Research – By using survey results, communication can be tailored to address the needs of the affected audiences. A baseline survey has been taken prior to the release of the plan, and then periodic surveys will be taken thereafter to identify where additional communication is needed and on what topics.

USACE Public Website – The USACE public website will include the following information:

- Current report
- Background: USACE 2012 April 2003
- Appendix of Received Comments
- Communication Guide
- Frequently Asked Questions and Answers
- Discussion Rooms
- Lessons Learned

Communication Timetable – The communication timetable will be expanded to accompany key milestones of the Implementation Plan and includes such activities as e-mails, stories in the Engineer Update, townhall meetings, videos, discussion groups, websites, on-line discussions, focus groups, pictures of new teams in their new work locations, and a contest for best ideas to implement.

When	What	To Whom	By Whom
25 Sep	Bob Flowers Note	Workforce	Chief
23 Sep – 1 Oct	Face-to-Face Meetings and Calls	Concerned people in Congress, OMB, partners, and stakeholders	Chief
23 Sep – 1 Oct	Baseline Survey	Workforce	USACE 2012 Implementation Team
1 October	Face-to-Face	Division Commanders / SES / Function Chiefs	Chief
2 October	Face-to-Face Meetings	District Commanders	Chief
2 October	Media Discussion	Media	Chief
6 October	Note to Employees; Release of Report; Video	Workforce	Chief's Video Released at District Townhalls
6 October	Web Site Opening	External and Internal Audiences	On Chief's Note - see details
6 October	Communication Guide	Leadership; Employees	USACE 2012 Implementation Team
16 October	Townhall Meetings	Employees	Chief @ HQ Div and Dist Cdrs
6 – 31 October	Small Group Discussions	Employees	First-Line Supervisors
15 October	Emerging Leader Note	Emerging Leaders	Chief
15 October	Release Performance Indicators	Corps-wide	USACE 2012 Implementation Team
31 October	Survey	Employees	USACE 2012 Implementation Team
2003 PDT Conference	CoP PMP Development	PDT Conference Participants	Conference Leaders
2004 SLC	Celebrate Successes	All USACE	All USACE

COSTS

Costs and recommended financial strategies associated with implementing USACE 2012 will be documented in each individual PMP.

QUALITY CONTROL PLAN

Report on implementation progress via quarterly IMB updates, selected Guidons Calls, Command Council Meetings, and Command Management Reviews.

PMP Metrics validation via CSI.

ENFORCE and SLC 2004 will be leveraged to discuss implementation status, issues, and corrective guidance.